DOCUMENT RESUME

ED 171 168 HE 011 040

TITLE The State Investment in Private Higher Education in New York: A Report.
INSTITUTION Professional Staff Congress of the City Univ. of New York, N.Y.
PUB DATE Jan 79
NOTE 14p.; Photographs may not reproduce clearly
AVAILABLE FROM Department of Institutional Research, Professional Staff Congress, 25 West 43rd Street, New York, NY 10036

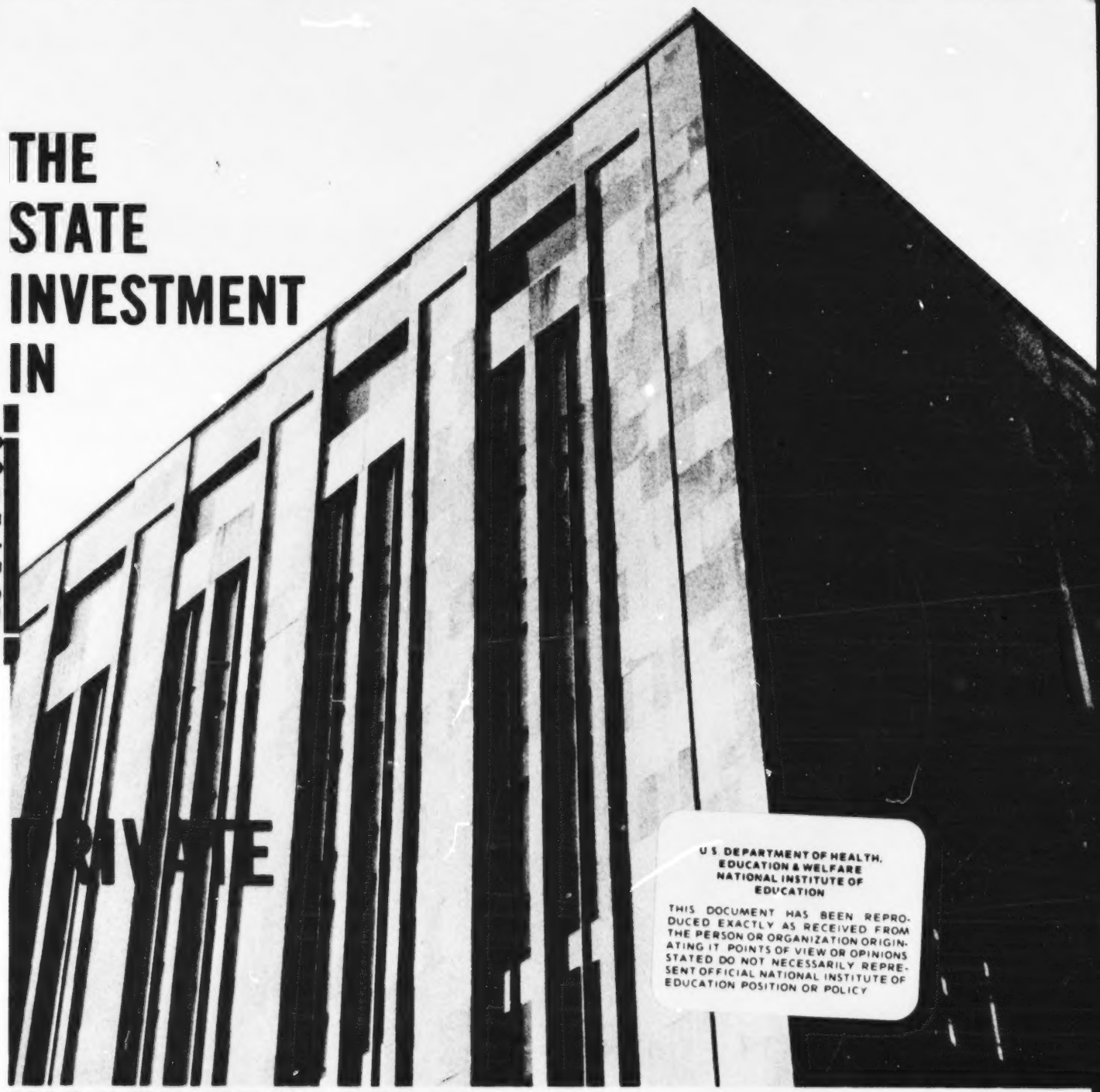
EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Access to Education; Accountability; College Students; Cost Effectiveness; *Educational Finance; Enrollment Rate; Enrollment Trends; Higher Education; *Nonpublic School Aid; *Private Colleges; Program Evaluation; *State Aid; State Colleges; Student Costs; Student Financial Aid; Tuition
IDENTIFIERS *New York; *Private Higher Education

ABSTRACT

Based on a study of New York State's investment in private higher education, the following issues are discussed: access and accountability, the cost of private higher education to the public, the use and abuse of public dollars by the private sector, and the cost of the private sector to public higher education. The private colleges and universities in New York State receive more public funds from the state than do schools in any other state. The private institutions apply admission restrictions and tuition charges that effectively deny open access to the state's taxpayers. Private tuition and fees in the state have risen at the same level as the national average. Bundy aid and the Tuition Assistance Program are used by the private sector to increase tuition revenues and expenditures, and to reduce scholarships to poorer students and increase them for more affluent students. The public investment in the private sector is uneconomical since the private sector is less cost-effective than the public institutions. During the past five years, the proportion of state aid to private institutions has increased as the proportion of state aid to public institutions has decreased. Correspondingly, private enrollments have increased and public enrollments have decreased. (SW)

**********
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
**********

# THE STATE INVESTMENT IN PRIVATE HIGHER EDUCATION IN NEW YORK



- ED171168

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Professional Staff Congress
Hoffcollege

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

HE 011 040

**Professional Staff Congress**
New York City Central Labor Council/New York State United Teachers/New York State AFL-CIO/American Federation of Teachers/AFL-CIO

# THE STATE INVESTMENT IN PRIVATE HIGHER EDUCATION IN NEW YORK: A REPORT

Department of Institutional Research
Professional Staff Congress
25 West 43rd Street
New York, New York 10036
Dr. Irwin H. Polishook, President
January 1979

# Foreword

Higher education in the United States is at a critical divide. After twenty years of enormous growth, the nation's colleges and universities are confronting an abrupt reversal of circumstances. The will to encourage access to higher education is slackening while the traditional student population is shrinking. The public sector, the private sector and each institution within both sectors are vying for survival.

While the problem is national in scope, it is especially acute in the State of New York. Here, the public's own systems of higher education—the State University of New York and the City University of New York—have been hard hit by fiscal exigencies. The very existence of CUNY was called into question in 1976, and since then we have heard one proposal after another to restructure, curtail, merge and otherwise undo the integrity of CUNY.

One cause of the State's problem that has attracted little attention is New York's investment in private higher education. The amount of direct institutional (Bundy) aid is unmatched by any other state or by all of the other states combined. It does not benefit private college students and their parents in meeting college costs. It is being used by the private sector in ways not intended by the Legislature. And it comes at the expense of the taxpayer and the public institutions created by the taxpayer.

These are some of the preliminary findings of an intensive study we have made of the State's investment in private higher education. The report is published in the hope that it may inform the decisions to be made soon that will profoundly affect the future of higher education in New York State.

Irwin H. Polishook
President
Professional Staff Congress

# Summary

## Access and Accountability

The private colleges and universities in New York State receive large amounts of public funds from the State, far more than the private institutions in all the other states of the nation.

The private institutions apply admission restrictions and tuition charges that effectively deny open access to the State's taxpayers. Yet they are unaccountable to the taxpayers or their elected representatives for the tax dollars their institutions receive.

Many of those tax dollars are misapplied by the private institutions for purposes not intended by the State government, for purposes not beneficial to the students of the private institutions, and for purposes detrimental to the State's public institutions—the State University of New York and the City University of New York.

## The Cost of Private Higher Education to the Public

The State's private colleges and universities received $66-million in State tax dollars last year in direct institutional (Bundy) aid.

This amount is over 25 per cent more than the direct institutional aid given to private institutions by all the 49 other states combined.

This amount does not include State tax dollars awarded to students, nor does it include city and county tax dollars. The current real estate tax loss for private property owned by private colleges and universities in New York City alone exceeds $43-million a year.

## The Use and Abuse of Public Dollars by the Private Sector

The drain by the private sector on the public treasury has not been used to maintain or reduce the tuition charged to students: private tuition and fees in New York State have risen at the same level as the national average.

Bundy aid and the Tuition Assistance Program are used by the private sector to increase tuition revenues and expenditures, and to reduce scholarships to poorer students and increase them for more affluent students.

By applying Bundy aid to increasing expenditures and by applying TAP aid to increasing tuition charges, the private institutions make the taxpayer pay twice for subsidizing their colleges and universities.

The public investment in the private sector is uneconomical, insofar as the private sector is at least 45 per cent less cost-effective than the State's own public institutions.

The State's largesse in tax dollars to the private sector has contributed to the private sector's present and projected surpluses. These surpluses are papered over to appear as deficits.

The private sector's application of Bundy aid to non-resident students and to students transferred from public institutions constitutes a private windfall of over $17-million a year.

## The Cost of the Private Sector to Public Higher Education

In New York—and only in New York, according to the Brookings Institution—the sharp increases in public aid to the private sector have come at the expense of the State's public higher education system.

During the past five years, the proportion of State aid to private institutions has increased as the proportion of State aid to public institutions has decreased.

Correspondingly, private enrollments have increased and public enrollments have decreased. The entire enrollment increase in the State's private sector between fall 1975 and fall 1977 came within New York City, where CUNY lost 51,644 students in the same period.

The profit of the private sector at the expense of the public sector is no accident: Through the Commission on Independent Colleges and Universities (CICU), the private sector campaigns openly against the public sector and has gone so far as to urge the Board of Regents to curtail construction at SUNY and CUNY and to compel the transfer of students from CUNY to local private institutions.

# Introduction

New York's higher education system consists of a public sector having three distinct elements, and a diverse private sector.

**The public sector** comprises:

(1) The State University of New York: 34 campuses—4 university centers, 14 colleges of arts and science, 2 health sciences centers, 6 two-year agricultural and technical colleges, 3 specialized colleges, and 5 statutory colleges.

(2) The City University of New York: 18 colleges, including 9 senior colleges, 8 community colleges and a graduate school.

(3) Thirty locally sponsored community colleges, all outside the City of New York and all nominally part of the State University of New York.

**The private sector** consists of 132 degree-granting, private non-proprietary institutions: 11 universities, 59 colleges, 8 engineering and technical schools, 16 two-year institutions and 22 seminaries and religious-training schools.

While the finances of the public sector are matters of public policy, continuous public debate and intensive public scrutiny, the finances of the private sector are not known outside their board rooms.

This report focuses on those private sector finances and their implications on public policy. The major findings deal with "Bundy" aid—direct State aid to private colleges and universities authorized by the Legislature in 1968 on the recommendation of a commission headed by McGeorge Bundy.

The amount of Bundy aid has been increased three times since 1969. The present levels grant $330 for each associate degree awarded by the private institutions; $940 for each bachelor's degree; $650 for each master's degree; and $3,100 for each doctorate. This money goes not to students but to the private institutions.

The objective of this report is to lay the groundwork for an accurate assessment of the claims of the private sector for continued and increased public funding.

# Findings

**1. To a degree that they are unaware of, New York State's taxpayers are subsidizing private colleges and universities to which the majority has little or no access, and they receive for that subsidy virtually no account of the expenditure of their tax dollars.**

**Access** to private institutions is limited by their tuition charges. Among those students who applied and could presumably afford to attend private institutions, in 1974 only 70.9 per cent were accepted. There are seventeen institutions that accept fewer than 70 per cent of those who apply.[1] Even students entering the private institutions' Higher Education Opportunity Programs (HEOP) are **selected** on academic and motivational criteria, whereas CUNY's SEEK and SUNY's EOP students are randomly selected on impersonal, objective criteria.[2] No New York residents with a high school diploma are denied access to the CUNY community colleges.

**Accountability:** The reporting requirements of the State Education Law (Section 6401) for private institutions and the implementation of those requirements by the State Commissioner of Education have allowed those institutions to expend Bundy aid at will. The law requires institutions to "submit a financial statement, which shall include total assets and liabilities," and authorizes the commissioner to require reports on "such matters as the present and contemplated future programs, curricula and facilities of the institution and its financial affairs, its long range plans and its progress in implementing such plans and its administrative practices and procedures." In execution, as a study of such reports will readily confirm, the law has left the privates totally unaccountable for the expenditure of state aid. According to the State Education Department, "Though institutions report annually on how the Bundy aid funds are used, there are no obvious patterns of the use of these funds among all institutions. Most institutions tend to use Bundy aid as unrestricted revenue . . ."[3]

**2. The private institutions have demanded large expenditures of tax-levy funds for their institutions and students, have pitted their demands against the needs of public institutions and students, and are making continually greater demands on the public treasury at the expense of public institutions and students.**

The Commission on Independent Colleges and Universities, which speaks for New York State's private institutions, has defined their future in social Darwinistic terms of rivalry against the public institutions, has called for a diminution of public support of the public institutions as a means of bolstering the private sector, and is now demanding a fixed percentage of the public funds allocated to the public sector.

The competitive nature of CICU's stance is articulated explicitly in its 1976 Master Plan: "The future evolution of higher education in New York State requires a new Darwinism reflective of both the mission defined by the Regents as well as the cultural, social and fiscal realities of the system's environment."[4]

CICU's 1976 legislative recommendation, which was essentially adopted by the Board of Regents, was that for every tax-levy dollar per capita allocated to SUNY, 35 cents be allocated to private institutions.

CICU also made these recommendations: "that the State withdraw approval of capital projects in the City University and State University which may have reached advanced planning or design stages for which actual construction has not yet begun" and "that the Regents call for a firm moratorium of new construction for government-sponsored campuses."[5]

In December 1978, the State Education Department revealed the submission to the Board of Regents of yet another modest proposal by CICU: (a) that the State forcibly "shift" 23,200 graduate and undergraduate students from the City University to private colleges and universities, and (b) that the State subsidize the "shift" with $70-per-credit grants to the graduate students and additional TAP assistance to the undergraduate students. The cost to the taxpayer would be $40.7-million but, according to CICU, it would be offset by savings in allocations to CUNY.

The State Education Department repudiates the proposal and its alleged rationale. Judiciously, no mention is made of the apparent conflict between this proposal and CICU's oft-expressed commitment to maintaining stability of enrollment among the public and private sectors.[6]

**3. The private institutions of higher education in the State of New York have succeeded in extracting more public tax-levy dollars from the state than have the institutions of all the other states combined.**

In direct (Bundy) aid to the private institutions **alone**—exclusive of aid to students—New York State in 1977-78 contributed $66,600,000, which exceeds by 25.6 per cent the total amount of institutional aid granted to private colleges and universities by **all** the other 49 states combined.[7]

This does not include State aid to private institutions for such special purposes as medical, dental and osteopathic programs; institutional support for research; endowed chairs in science and humanities; construction, maintenance, remodeling, restoration and modernization of facilities (e.g., $15-million recently granted to Syracuse University for a domed football stadium); and the State aid that goes directly to students.

Nor does it include the public generosity represented by exemption from property taxation extended to private colleges and universities. In New York City, the total assessed evaluation of property owned by private colleges and universities in 1978-79 is $498,487,260. The tax exemption is $43,617,635 for this year alone.[8]

**DIRECT INSTITUTIONAL AID, 1977-78, TO PRIVATE COLLEGES AND UNIVERSITIES**

| | |
|---|---|
| Alabama | $ 1,940,000 |
| Illinois | 8,500,000 |
| Maryland | 5,300,000 |
| Michigan | 3,269,000 |
| New York | 66,600,000 |
| Pennsylvania | 33,977,000 |
| 44 other states | 0 |
| | $119,586,000 |

**4. The sharp increases in direct institutional aid to private institutions in recent years and other public policies favoring private institutions have come at the expense of state aid to public institutions and enrollments at public institutions.**

During the past five years, while the percentage of state aid to higher education increased by 50 percent in the private sector, it decreased by 7.3 per cent at CUNY and SUNY.[9]

The Brookings Institution, in an independent study of the private sector nationwide, found that "only in New York" had "the private sector benefited at the expense of the public":[10]

> Of eleven states studied, only in New York did the analysis suggest that the private sector benefited at the expense of the public, perhaps on account of New York's programs of substantial direct aid to private institutions. . .
>
> Perhaps the contrast between the results for New York and California is the most enlightening, for these two states exemplify opposite approaches to public support of private higher education. New York has a substantial private sector with a strong voice in state-level decisions that affect its welfare. It has the most extensive program of direct institutional aid for the private sector of any state (amounting to $57 million in 1975-76. . .). California, on the other hand has an extensive system of public two- and four-year colleges and universities, and a relatively small private sector that enrolls less than 10 per cent of all students in higher education in that state. California emphasizes generous student aid (averaging $1,726 per private recipient in 1975-76) in place of any direct aid to private institutions. Although California and New York may differ in other important respects (such as fiscal capacity) when only the structure of higher education in these two states and the types of programs of aid for the private sector are considered, it is not surprising that the state aid to the private sector in New York appears to come at the expense of the private sector whereas in California gains for private higher education come as part of advances for the public system. Support for the private sector in New York seems to be determined in the context of the entire system of higher education in the state and subject to clear budgetary constraints. The student aid programs in California apparently have avoided such explicit budget trade-offs.

Since 1975, CUNY undergraduate enrollments have declined precipitously, SUNY enrollments have declined, and private enrollments have increased. The CUNY share of graduate enrollments has declined since 1974, the SUNY share has remained stable, and the private share has expanded.[11] The privates' own projections of future enrollment[12] exceed even the Regents' expectation that they will "serve additional students that cannot be accommodated by the public sector."[13]

The State Education Department estimated that the private sector's share of total TAP awards will rise by $30-million, from 46 per cent in 1973-74 to 61 per cent in 1977-78. The private sector also has the largest proportion of students receiving other forms of student aid (e.g., Regents Scholarships, federal Basic Education Opportunity Grants): 61.1 per cent in 1975-76.[14]

The increase in the maximum TAP award to $1800 (for which the students of public institutions are ineligible) benefits only the private institutions at a time when state aid to CUNY and SUNY has been held to stringent austerity limits.

Similarly, public policies effecting substantial declines in CUNY enrollments have resulted in corresponding increases in enrollment at private institutions in New York City. The entire enrollment increase in the state's private sector between fall 1975 and fall 1977, when CUNY lost 51,644 students, came within New York City.[15]

Separate recommendations by the Mayor and the Governor to raise tuition at the State and City Universities by $100 would, if implemented, further bolster enrollments at the private institutions by discouraging attendance at the public institutions.

**5. The public subsidization of private higher education is a relatively uneconomical investment insofar as the private institutions are between 45 and 60 per cent less cost-effective than the public institutions.**

On the graduate level, the private institutions spend $6,947 per student, while the City and State institutions spend $4,352 and $4,779 respectively. At the undergraduate level, the private institutions spend $3,903, and the public institutions $2,445 and $2,685 respectively.[16]

The difference in costs (20 per cent) between the CUNY and private sector opportunity programs (and in their graduation rates) is directly attributable to the selectivity that is exercised by the privates alone in the admission of students.[17]

**6. The bleak picture of its financial condition painted by the private sector is a gross distortion.**

"Deficits" occur because nonmandatory transfers are made out of educational expenditures to other accounts, such as endowment and plant funds.

Ninety-two private institutions reported total surpluses of revenues over expenditures before transfers of $64-million in 1973, $62-million in 1974, and a projection of $69.4-million for 1980-81. These nonmandatory transfers (the excess of gifts, bequests, receipts, interest and dividends over restricted current expenditures) are projected to grow from $3.2-million in 1973-74 to $13.1-million in 1980-81. The aggregate deficit of $41.7-million in 1969 is expected to become a net surplus of $1.9-million in 1980-81.[18]

In 1977, the State Education Department has estimated a surplus of $24-million for the private sector by 1980-81, on the basis of 1975-level Bundy aid (which was subsequently increased) and tuition levels (which have also increased).[19]

Whereas nationwide enrollments decreased by 1.5 per cent in 1976, New York State private sector enrollments continued to increase.[20]

**7. State aid is utilized by the private sector not to reduce "deficits" but to increase expenditures, to increase revenues through increases in tuition charges, to reduce scholarships to poorer students and to increase them for more affluent students, and to intensify the competition for students among the private institutions and against the public institutions.**

Inflation seems to be lessening, not increasing, the privates' deficits. Simulations by the State Education Department of current revenues and expenditures of the private sector projected into the near future show that if they worked hardest at stabilizing their costs, private tuition charges could be lowered by 1981.[21]

But the private sector seems increasingly to be using Bundy aid to cushion the impact of its ever-increasing tuition levels. CICU has stated to the Regents that Bundy support is slightly less than the disbursements of private campuses in unfunded student aid. "Thus," it declares, "it can be reasonably argued that Bundy aid is really indirect student aid."[22]

A similar relationship applies between TAP assistance and tuition levels: Increases in assistance schedules are followed immediately by increases in tuition, which leave the gross dollar gap between average award and average tuition unchanged. Both TAP and Bundy are thus in tandem to allow the privates to maximize their income while alleviating enough of the burden of that increased cost to enough students to maintain and increase their market share of enrollment. The state's taxpayers are in effect paying private institutions **twice** for the students they enroll and graduate. This is in direct contravention of the intent of the Bundy legislation, which was supposed to segregate the problem of student access from the question of maintaining institutional quality.

The Board of Regents reports that "the independent institutions have used the increase in government grants . . . to redistribute their own grant funds rather than reduce their outlays. Independent colleges have

decreased institutional grants at the $5,000 income level but have increased grants at the other income levels with the most significant increases at the $20,000 and $25,000 income levels."[23]

The relationship historically obtaining between the private sector's average weighted tuition and the average level of state assistance to students seems to further illustrate the kind of strategies observed by the Regents. Despite the fact that from 1973 to 1977 state tuition assistance (Scholar Incentive Awards in 1973 and TAP awards since 1974) increased nine times faster than the rate of tuition, the average award level always seemed to lag behind the current tuition level by an average of $2,100, fluctuating by less than 3 per cent above or below this level.[24] The private sector is using government subsidies to students as an indirect means of increasing its expenditures and revenues rather than stabilizing its costs.

The private institutions with the highest annual rates of increase in per capita educational expenditures receive the bulk of Bundy money.[25]

## 8. Direct state aid to private institutions has failed entirely to hold down tuition costs for their students and has been misapplied to out-of-state students.

New York is one of six states that provide direct institutional aid to higher education.[26]

While CICU claims that Bundy aid "has been effectively used . . . to hold down tuition charges" and "to hold down user (tuition) costs,"[27] the State Education Department reports: "There is no evidence that Bundy aided institutions have been able to hold tuition and fee increases at lower levels than out-of-state institutions. Between 1969 and 1976 the average annual increase for tuition and fees for all Bundy institutions was approximately eight per cent which is comparable to national averages for independent institutions."[28]

Besides Michigan and Maryland, New York is the only state that does not base direct institutional aid on **in-state** students served. Hence tax-levy dollars serve to subsidize nonresident students, while New York students going out of state receive no such benefit.

In 1976-77 there were 78,842 nonresident students enrolled in the private sector of New York higher education, of whom 12,722 were foreign and 66,120 were out-of-state students. This translates into 49,950 FTE (full-time enrollment) undergraduates and 17,650 FTE graduate students, and constituted 23.11 per cent and 23.6 per cent, respectively, of the total enrollments for that year.[29] On the basis of these figures, in 1977-78, of the total Bundy grants of $66.6-million, $15.1-million was awarded in Bundy aid to the private sector for nonresident students.

In addition, private institutions receive Bundy aid for graduates who had transferred to their institutions after having attended public institutions for one to three years. Bundy aid, which assumes private institutional expenditures for four years of their graduates' baccalaureate programs, thus is overpaying the privates with a windfall exceeding $2-million per year.[30]

# NOTES

1. Commission on Independent Colleges and Universities, "A Capacity for Innovation: 1976 Master Plan of the Commission on Independent Colleges and Universities" (Albany: June 1976), p. 14.

2. City University of New York, Office of Program and Policy Research, Memorandum, "Public Cost of Producing a Graduate of Opportunity Programs," April 25, 1977.

3. State Education Department, Office of Postsecondary Research, Information Systems and Institutional Aid, "Bundy Aid Program, 1969-77: A Historical Report on New York State Colleges and Universities Receiving State Aid Under Section 6401 of the Education Law" (Albany: July 1977), p. 3.

4. CICU, **op. cit.**, p. 3.

5. State Education Department, "The Regents Statewide Plan for The Development of Postsecondary Education" (Albany: November 1976), pp. 115, 120.

6. State Education Department, "Background Information on The City University of New York" (Albany: December 1, 1978), pp. 6-8.

7. Education Commission of the States, "Higher Education in the States," Vol. 7, No. 1, 1978.

8. Letter and exemption rolls from James P. Harrington, Assistant Chief Assessor, Bureau of Real Property Assessment, Department of Finance, City of New York, to Clarissa Gilbert, Coordinator of Research and Special Projects, Professional Staff Congress, October 12, 1978.

9. State Education Department, "An Experimental Model for Analyzing Strategies for Financing Higher Education in New York State" (Albany: December 1977), p. 14.

10. Susan C. Nelson, "Financial Trends and Issues," in David W. Breneman and Chester E. Finn, Jr., eds., **Public Policy and Private Higher Education** (Washington, D.C.: The Brookings Institution, 1978), pp. 68, 96-97.

11. State Education Department, Office of Postsecondary Research, Information Systems and Institutional Aid, "Institutional Directory of Postsecondary Education in New York State Degree-Granting Institutions" (Albany: January 1978); "Report of the Temporary State Commission on the Future of Postsecondary Education in New York State" (Albany: March 1977); State Education Department, Deputy Commissioner of Higher and Professional Education, "1977 Preliminary Opening Fall Enrollment" (Albany: February 1978).

12. CICU, **op. cit.**, p. 34.

13. "Regents Statewide Plan," **op. cit.**, p. 24.

14. State Education Department, Office of Higher and Professional Education, "The Higher Educational System of New York State: A Summary of Major Changes in the State's Higher Educational System and Funding in Recent Years" (Albany: March 1977, 2nd ed.), pp. 49-57.

15. City University of New York, Office of Special Assistant to the Chancellor, Memorandum, "Headcount Enrollments in the New York City Region," n.d.

16. State Education Department, "An Experimental Model," **op. cit.**, pp. 85-90.

17. CUNY, "Public Cost," **op. cit.**

18. State Education Department, "The State-Aided Colleges: Financial Profiles, 1969-1973: A Report on the Financial Condition of New York State Colleges and Universities Receiving State Aid Under Section 6401 of the Education Law" (Albany: March 1974), pp. 3, 74, Tables 2-5; CICU, **op. cit.**, pp. 58, 65, Tables 17-19.

19. State Education Department, "An Experimental Model," **op. cit.**, pp. 23, 44.

20. Board of Regents, "A Report by the Board of Regents to the Governor and Legislature on State Student Financial Aid Programs" (Albany: December 1976), p. 22.

21. State Education Department, "An Experimental Model," **op. cit.**, pp. 23, 47, 58.

22. CICU, **op. cit.**, p. 12.

23. Regents "Report," **op. cit.**

24. **Ibid.**

25. State Education Department, "The State-Aided Colleges," pp. 25-46.

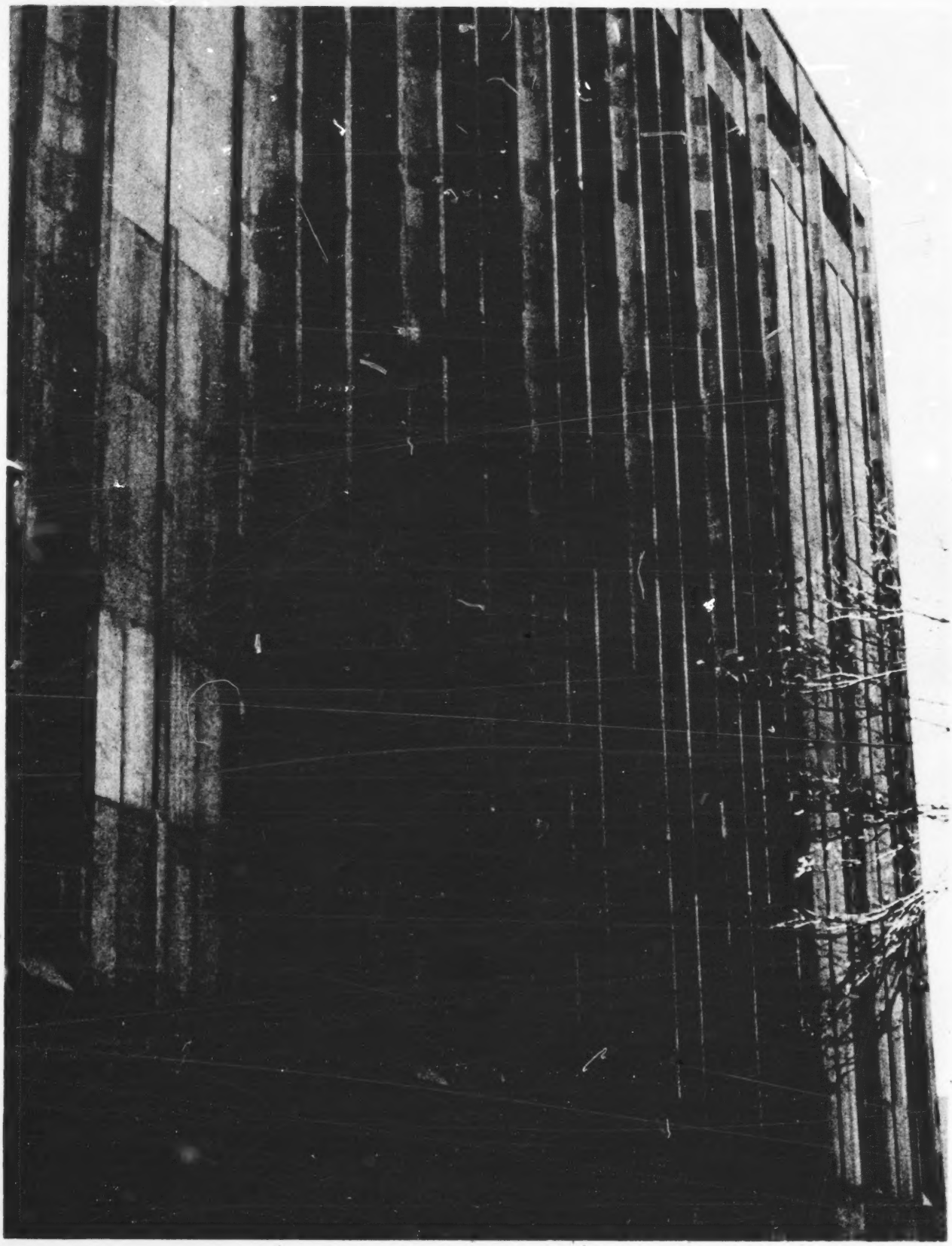
26. See note 7.

27. CICU, **op. cit.**, pp. 4, 12.

28. State Education Department, "Bundy Aid Program," **op. cit.**

29. Commission on Independent Colleges and Universities, "The Economic Impact of Independent Higher Education in New York State" (Albany: February 28, 1977), Exhibit III.

30. State Education Department, "Institutional Directory," **op. cit.**



11

# The State Investment in Private Higher Education in New York

Published by the Professional Staff Congress/City University of New York, collective bargaining representative of the CUNY instructional staff, at 25 West 43rd Street, New York, New York 10036. Copyright © 1979 by the Professional Staff Congress. Printed in New York City.

**PSC Officers:** Irwin H. Polishook, President. Carol Brandon, First Vice President. Claude Campbell, Secretary. Marion Starling, Treasurer. Norman Bindler, Pearl Gasarch, Sidney Lieberman, Thomas McNulty, Belle Zeller (President Emeritus), University-wide Officers. Irwin Yellowitz, Vice President, Senior Colleges. Alvin Bachman, Ralph Ledley, Suzanne Siegel, Senior College Officers. Mildred Johansson, Vice President, Community Colleges. Geraldine Chapey, Donald Davidson, Howard Jones, Community College Officers. Harold Wilson, Vice President, Cross Campus Units. Peter Jonas, Samuel Vernoff, Cross Campus Officers. Susan Prager, Vice President, Part Time Personnel.

**Staff:** Arnold Cantor, Executive Director. Aaron Alexander, Associate Executive Director. Clarissa Gilbert, Coordinator of Research and Special Projects. Chris Kahan, Staff Coordinator. Daniel Kaminker, Director, Contract Administration, and University-wide Grievance Counselor. Irving Panken, Director of Organization. Mary Pearce, Coordinator, Membership Department. D. Nicholas Russo, Director of Legal Affairs. Carol Sims, Associate Communications Director. Beryl Weinberg, Director for Staff Relations.

January 1979 412